

## MEMORANDUM

To: Regional Prosperity Plan Steering Committee  
From: Paul Peninger  
Date: March 6, 2015  
Re: Regional Prosperity Plan Final Project Report – **Draft Strategies and Actions**

The Consortium has identified the following seven major issue areas for the Regional Prosperity Plan:

- I. Increase affordable housing near transit to meet the needs of low- and moderate-income residents;
- II. Preserve at-risk affordable housing and housing affordability near transit;
- III. Stabilize neighborhoods in low- and moderate-income communities that are at risk of displacement;
- IV. Build capacity in low- and moderate-income communities to engage in local and regional processes;
- V. Strengthen career pathways to middle-wage jobs;
- VI. Grow the economy with a focus on middle-wage work; and
- VII. Upgrade conditions for low wage workers.

For each Issue Area, the Joint Projects Team has identified a range of implementation strategies and actions that were informed by key findings and lessons learned from the pilot projects and other funded research.

### **Issue Area I: Increase Affordable Housing near Transit to Meet the Needs of Low- and Moderate-income Residents**

1. Land for Affordable Housing Near Transit
  - a. Acquisition or joint development of publically-owned surplus or underutilized land
  - b. Advocacy for prioritizing affordable housing on publically-owned land
  - c. Community land trust programs
  - d. Right of first refusal for purchasing publically owned lands to land trusts or nonprofit developers
2. Local and Regional Funding and Financing for Affordable Housing
  - a. Housing impact and linkage fees, community benefit agreements and other value capture mechanisms (Public Benefit Zoning)
  - b. Regional or sub-regional revenue sharing
  - c. Dedicated local funding through allocation of transfer or property taxes, etc.
  - d. In-lieu fees from TOD projects on publically owned land
  - e. Regional parcel tax to affordable housing production and preservation
  - f. Public investments in infill areas suitable for affordable housing
  - g. Expanded regional affordable housing fund or revolving loan program
  - h. Public-purpose capital for filling gaps left by private market

3. State and Federal Funding and Financing for Affordable Housing
  - a. Dedicated State and Federal funding through Cap and Trade and healthcare funding, LIHTC expansion, etc.
  - b. Proposition 13 reform to eliminate fiscalization of land use
4. Community Support for Affordable Housing and Housing Affordability
  - a. Endorsement programs for quality projects
  - b. Targeted outreach and education campaigns to build support
  - c. Coordination and collaboration among community groups
  - d. Policy and visualization toolkit
5. Regulatory Reform to Support Affordable Housing Production and Preservation and Neighborhood Stabilization
  - a. Legislative “fix” for rental inclusionary housing policies
  - b. CEQA exemptions for affordable housing (up to 120% AMI)
  - c. Unbundling parking requirements
  - d. Conditions on non-housing funds based on level of housing production
  - e. Displacement risk assessment requirements
6. Regional Coordination and Partnerships for Affordable Housing Production and Preservation
  - a. Technical assistance, training and support to local housing staff in jurisdictions that consistently under produce affordable housing
  - b. Formation of new sub-regional or regional housing organizations
  - c. Sub-regional or regional convenings of local government housing staff and housing organizations
  - d. Strategic partnerships with the private sector
  - e. Regional convening of key stakeholders to address affordable housing issues
7. Data and Analysis to Support Affordable Housing Production, Preservation and Neighborhood Stabilization
  - a. Catalogue of publically-owned surplus or underutilized land
  - b. Toolkit and technical assistance to local jurisdictions to implement public benefit zoning
  - c. Real-time development tracking tool deployment
  - d. Regional early-warning system for displacement tool deployment
  - e. On-line portal to compile and disseminate housing data
  - f. Periodic assessments of the efficacy and adequacy of adopted housing policies
  - g. Periodic assessment and reporting on jobs-housing fit
  - h. Feasibility assessment of achieving housing affordability through market-rate production
  - i. Comprehensive regional analysis of housing trends, challenges and opportunities

## **Issue Area II: At-Risk Affordable Housing and Housing Affordability near Transit**

8. Existing At-Risk and Naturally Affordable Housing Units Near Transit
  - a. Database and inventory of deed restricted affordable housing near transit
  - b. City-by-city plans to preserve at-risk units
  - c. Acquisition and rehabilitation of smaller properties near transit

- d. Bridge financing for time sensitive acquisition of properties
- e. Community land-trust programs for existing tenants in rental housing
- f. Preservation toolkits and Technical assistance for local jurisdictions
- g. Local assessments of naturally occurring affordable housing to meet needs
- h. One-to-one replacement policies for deed restricted affordable housing
- i. Guaranteed equal access to funding after a disaster to rebuild affordable housing
- j. Full utilization of 4% tax credits for acquisition and rehabilitation of smaller projects
- k. Housing Element Law reform to allow acquisition, rehabilitation and conversion units to count towards RHNA goals
- l. City ordinances to place right of first refusal with community land trusts for purchasing at-risk BMR or RDA units
- m. Limited equity housing cooperatives or resident owned nonprofit housing
- n. Priority preservation area designation for areas where naturally affordable rental housing is at a heightened risk

**Issue Area III: Stabilize Neighborhoods in Low and Moderate-Income Communities that are At Risk of Displacement**

- 9. Tenant Protections and Enforcement at Federal, State and Local Levels
  - a. Basic tenant protections for low-income residents living near transit
  - b. Funding for community organizations for capacity building activities
- 10. Regional Collaboration and Partnerships
  - a. Regional housing equity working group for Plan Bay Area
  - b. Sub-regional convenings with multiple stakeholders for information sharing and capacity building
- 11. Technical Assistance, Tools and Support to Local Jurisdictions and Community Groups
  - a. Monitoring and reporting patterns of displacement
  - b. Tools and technical assistance to local jurisdictions on fair housing
  - c. Community impact analysis toolkits and technical assistance
  - d. Monitoring and reporting public investments by local jurisdiction

**Issue Area IV: Build Capacity in Low- and Moderate-Income Communities to Engage in Local and Regional Processes**

- 12. Ongoing Capacity-Building and Leadership Training
  - a. Capacity- and leadership-development for local jurisdictions and community groups in under-represented areas
  - b. On-line database of community groups in suburban and exurban areas of the region
  - c. Engagement and capacity building for community organizations through the Plan Bay Area update process
  - d. Mapping and assessment of capacity- and leadership-development programs

### **Issue Area V: Strengthen Career Pathways to Middle Wage Jobs**

13. Job-Focused Basic Skills Training
  - a. Contextualized English language acquisition programs
  - b. Digital literacy training
  - c. Soft skills and work readiness programs
14. Industry-Driven, Sector-Based Regional Training Partnerships
  - a. Curriculum development and financial support with industry partners
  - b. Regionally coordinated training programs
  - c. Additional career pathway tools
15. Career Navigation Systems and Support Pathways
  - a. Expanded linked learning programs
  - b. Online job search and application training
  - c. Networking opportunities for low- and moderate-wage workers
  - d. Apprenticeship programs and paid internships

### **Issue Area VI: Grow the Economy with a Focus on Middle Wage Work**

16. Industries of Opportunity and Business Formation
  - a. Support for local and regional industries and clusters of opportunity
  - b. Evidence-based business retention and expansion programs
  - c. Entrepreneurship and ownership opportunities for low- and moderate-income workers
  - d. Consistent permitting and regulations across jurisdictions
17. Housing, Jobs and Industrial Lands Served by Transit
  - a. Variety and sufficient amount of housing
  - b. Job location in transit accessible centers
  - c. Industrial land preservation and investment
  - d. Planning for jobs in Priority Development Areas
18. Infrastructure Investment
  - a. Incentives for long-range capital investment plans
  - b. Increased funding for infrastructure
  - c. User fees to finance new infrastructure and related operations
  - d. Private capital for public infrastructure projects
19. Integrated Transportation System that is Easy to Navigate
  - a. Unified transit system in the region
  - b. First and last mile programs
  - c. Expanded transit in areas of high need

**Issue Area VII: Upgrade Conditions for Low-Wage Workers**

- 20. Job Standards and Working Conditions
  - a. Local and/or subregional minimum wage ordinances
  - b. Paid time off or earned sick day ordinances
  - c. Fair chance hiring policies
  - d. Enforcement of existing wage and hour laws
- 21. Professionalize Industries to Improve Wages, Benefits and Career Ladders
  - a. Worker centers and industry guilds for low-wage industries
  - b. Multi-employer joint labor-management training partnerships
  - c. Opportunities to unionize
  - d. Professionalization of occupations across industries
- 22. Public Sector Contracts
  - a. Living wage ordinances
  - b. Common community benefits agreements
  - c. Prevailing wage ordinances
  - d. Project labor agreements
  - e. Self-sufficiency standards for job placements
  - f. Social and economic impact assessments for large projects or plans